

INSIDE **HPC**

Official Newsletter of the U.S. Navy's Human Performance Center

May and June 2005

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HPC Working with 1NCD to Ensure Seabee Readiness pg. 9

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HPC Presents at Knowledge Management Summit pg. 10

HPC recently presented to the knowledge management (KM) summit at Naval Amphibious Base Little Creek, Va. to highlight how the command is using KM to enhance and improve their business practices.

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Tips for a Great Media Interview **pg. 11**

Taken from the HPC Media Training Workbook available on the PAO Intranet page, the HPC Public Affairs Office gives you some pointers on how to be successful when confronted by the media.

HPC Employee Leads Girls' Soccer Team to State Title Win **pg. 13**

HPC member and Virginia Beach native Mark Hackett was part of history earlier this month as he helped coach the Kellam High School girls' soccer team to the Group AAA Virginia state championship.

BONUS: Tips for a Great Media Interview Cut-Out **pg. 14**

This cut-out tip sheet is great for lamination and for keeping with you in the office and as you travel to conferences, speeches or meetings. You never know where it may come in handy!

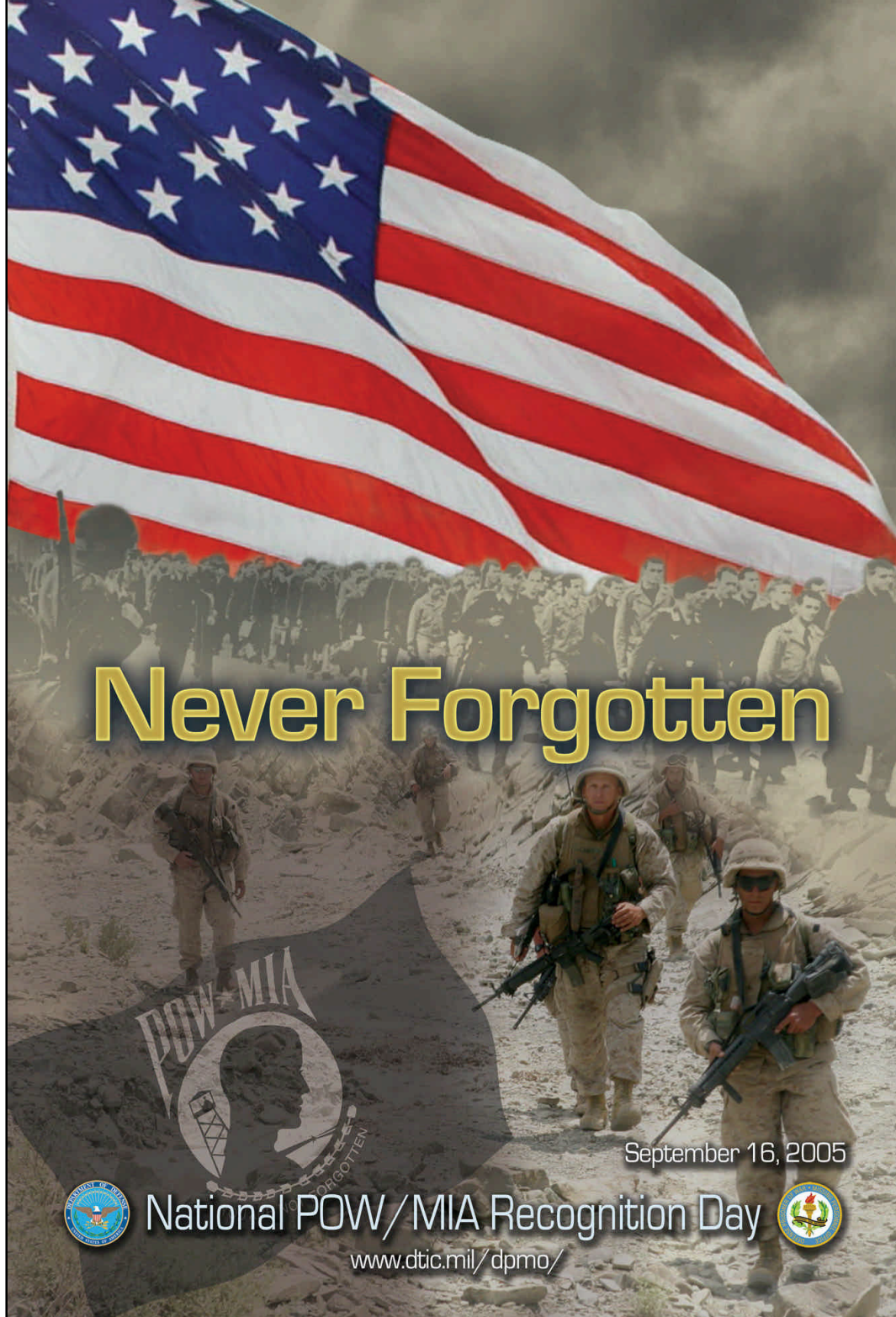


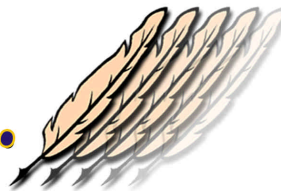
Photo courtesy of Defense POW/Missing Personnel Office

(Above) The 2005 POW/MIA Recognition Day poster was unveiled in Washington June 15 in honor of the sacrifices made by prisoners of war and servicemembers still unaccounted for, spanning World War II to Operation Iraqi Freedom. The unveiling was a highlight of the Defense Department's annual government briefings here.

By custom, POW/MIA Recognition Day is observed in Pentagon ceremonies on the third Friday of September, Sept. 16 this year.

"This is so everybody who has been associated with the military today and yesterday will have an opportunity to see that this nation continues to remember its obligation to POWs and MIAs, said Larry Greer, spokesman for the Defense POW/Missing.

From the Desk Of ...



Inside HPC is the official newsletter of the Human Performance Center (HPC) and is a product of the HPC Public Affairs Office.

The editorial content of this newsletter does not necessarily reflect the official views of the command or any other government organization and does not imply endorsement.

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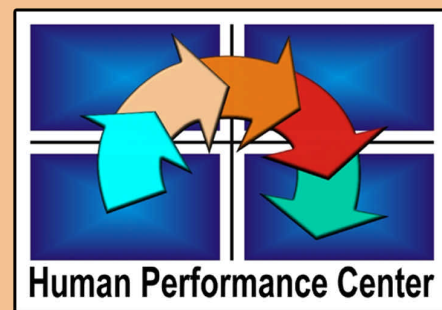
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We are interested in hearing from **you!** Please forward all comments, story ideas and questions to:

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"Rarely will a day pass without someone commenting on the pace of change in modern organizations. In fact, it truly does seem as if change is the only constant in our turbulent world. One thing that has not changed, however, is the critical importance of crafting an effective strategy to differentiate you from rivals."

- Paul Niven, author of Balanced Scorecard for Government and Non-Profit Agencies

The HPC Executive Steering Committee (Captain Matt Peters, Janet Weisenford, A.J. Falvo, Ethan Sanders, Ron Chapman, Chris Carobine, Captain Mike Holmes, Lini McCarthy, and myself) worked diligently May 18-19, 2005 with Paul Niven (Senolosa Group) and Ron Aizer (Bearing Point) to cascade MPT&E's BSC to HPC's BSC. Sherral Fonner, Carol Paris, Mark Venable and Mack Perry provided their expertise in various areas which proved to be invaluable. In the end, we developed a draft HPC Strategic Map and Balanced Scorecard with Objectives and Measures.

Various people will soon be called on to further refine and fully implement the HPC Strategic Map, BSC Objectives, Measures and Initiatives, and Dashboard. It isn't easy to implement a BSC in any organization. However, with the continued momentum and support from Vice Admirals Moran and Hoewing, and the cooperation of everyone at HPC, BSC will become a reality. HPC will become the first Echelon III in the NETC Claimancy to fully implement a cascaded scorecard based on MPT&E's BSC.

The following briefly explains each area of the Strategic Map in the context of HPC's BSC:

1. Internal Human Performance Quadrant - Strategically focuses and measures HPC employee requirements, employee needs, employee education/tools required to meet our customers strategic needs. and HPC's environment. It also lets HPC know when it fails to meet or exceed in these areas.

2. Internal Process Quadrant - Strategically focuses on HPC's Internal Processes (what we do and how well we do it).

3. Customer Quadrant - Strategically focuses on HPC's external customer strategic requirements and tells HPC if HPC is meeting/exceeding those requirements.

4. Financial Quadrant - Strategically focuses on Optimization of Financial Resources (make the \$'s expended count) and tells HPC if it is using its resources in the most efficient manner.

The HPC Strategic Map and BSC also tells a story of the future to the HPC Employee and Customer. Clearly a change is needed if organizations are to rise to the challenges awaiting them in the twenty-first century and HPC has made significant changes in the last year in response to the challenges of the Sea Warrior. HPC has been charting its course through a Strategic Plan with long-term goals, strategies and objectives to guide accomplishment.

To continue the required momentum and strategic alignment necessary to meet Sea Warrior capabilities, HPC must ensure that operational alignment and effective performance measurement and management exists throughout. The BSC will allow HPC to translate its vision and strategies by providing a new framework, one that tells the story of the organization's strategy through the objectives and measures chosen. It will help to demonstrate accountability (both personally and organizationally), show progress, and assist with monitoring results.

Sincerely,

Karl Nichols

Karl R. Nichols
Inspector General and HPC Balanced Scorecard Champion

Inside HPC



Hurricane Season 2005

NOAA Says It'll Be a Busy One - Are You Prepared?

Story and Image Courtesy of NOAA

WASHINGTON – NOAA hurricane forecasters are predicting another above-normal hurricane season on the heels of last year's destructive and historic hurricane season.

"NOAA's prediction for the 2005 Atlantic hurricane season is for 12 to 15 tropical storms, with seven to nine becoming hurricanes, of which three to five could become major hurricanes," said retired Navy Vice Adm. Conrad C. Lautenbacher, Ph.D., undersecretary of commerce for oceans and atmosphere and NOAA administrator at a recent news conference in Bay St. Louis, Miss. "Forecaster confidence that this will be an active hurricane season is very high."

NOAA's Atlantic hurricane outlook reflects an expected continuation of above-average activity that began in 1995. Since that time all but two Atlantic hurricane seasons have been above-normal. Hurricane season starts on June 1 and ends November 30.

"Impacts from hurricanes, tropical storms and their remnants do not stop at the coast," states retired Brig. Gen. David L. Johnson, director of the NOAA National Weather Service. "As we kick off National Hurricane Preparedness Week and look at another highly active season, preparation plans should consider that these storms carry severe weather, such as tornadoes and flooding, while moving inland."

Although it's too soon to predict where and when a storm may hit land, NOAA still cautions the public to be prepared.

"Last year's hurricane season provided a reminder that planning and preparation for a hurricane do make a difference. Residents in hurricane vulnerable areas who had a plan, and took individual responsibility for acting on those plans, fared far better than those who did not," said Max Mayfield, director of the NOAA National Hurricane Center.

An update to the Atlantic hurricane outlook will be issued in early August just prior to the season's historical peak from late August through October.

In contrast to the Atlantic, a below-normal hurricane season is expected in the Eastern and Central Pacific. NOAA's outlook for the Eastern Pacific hurricane season, also released today, calls for 11-15 tropical storms, with six to eight becoming hurricanes of which two to four may become major hurricanes. Two or three tropical cyclones are projected for the Central Pacific.

The 2005 Atlantic hurricane outlook is a joint product of scientists at the NOAA Climate Prediction Center, Hurricane Research Division and National Hurricane Center. NOAA meteorologists use a suite of sophisticated numerical models and high-tech tools

See Hurricanes, next page

to forecast tropical storms and hurricanes. Scientists rely on information gathered by NOAA and the U.S. Air Force Reserve personnel who fly directly into the storms in hurricane hunter aircraft; NOAA, NASA and the U.S. Department of Defense satellites; NOAA data buoys, weather radars and partners among the international meteorological services.

NOAA, an agency of the U.S. Department of Commerce, is dedicated to enhancing economic security and national safety through the prediction and research of weather and climate-related events and providing environmental stewardship of the nation's coastal and marine resources.

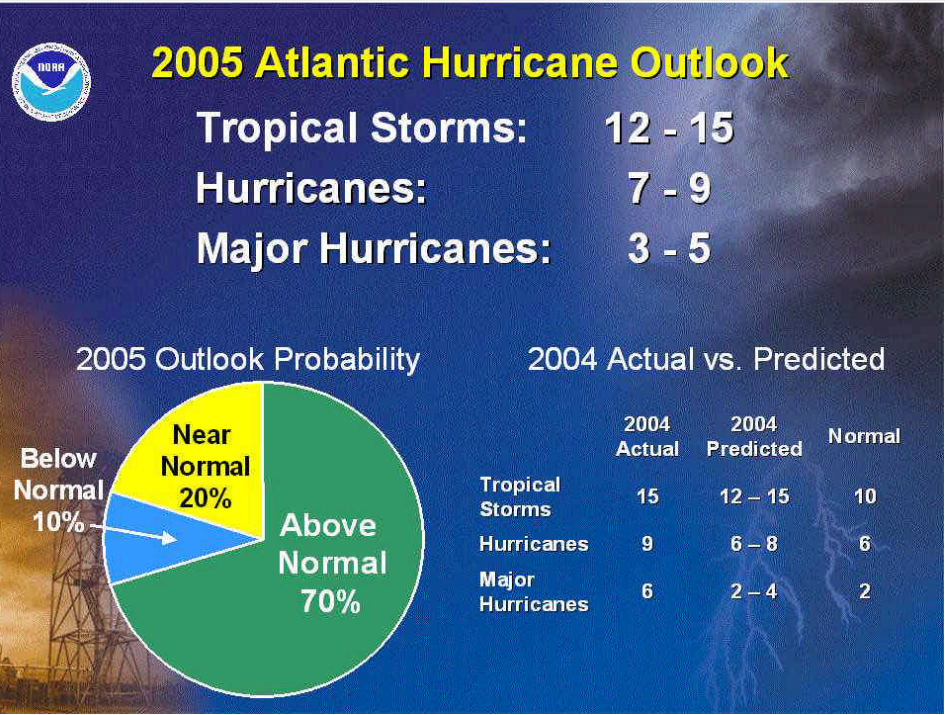


Image Courtesy of NOAA

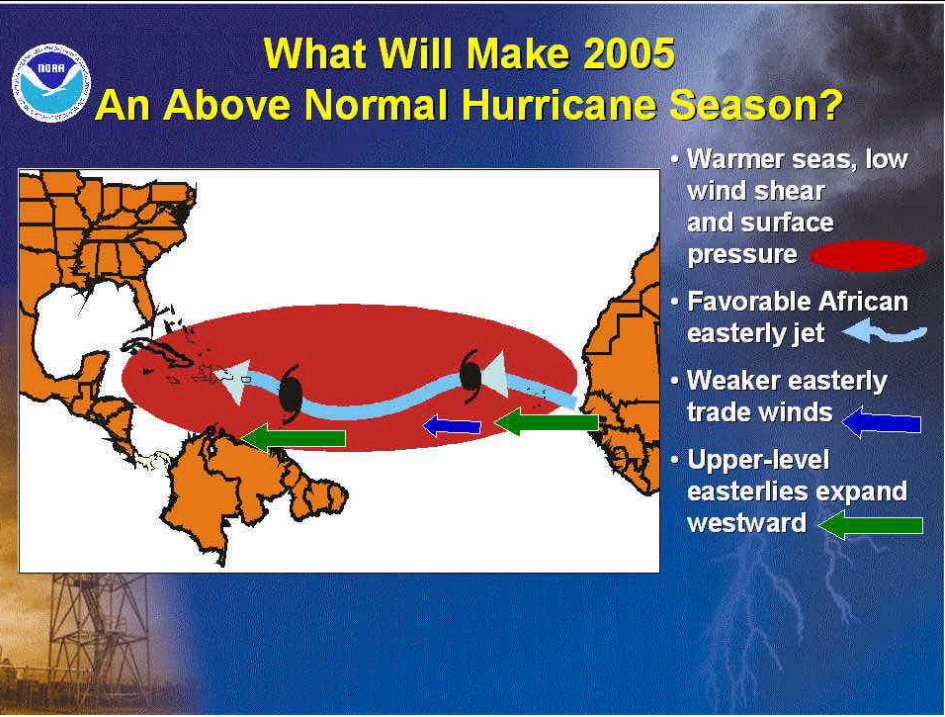


Image Courtesy of NOAA

Most People in Hurricane Path Misunderstand Risk

By Derek Nelson
Naval Safety Center Public Affairs

A recent Mason-Dixon poll showed that many people who live along the East Coast and the coast of the Gulf of Mexico don't feel vulnerable from hurricanes, in spite of data about the lethal effects of previous hurricanes. Fifty-six percent of the respondents said they felt "not too vulnerable" or "not at all vulnerable," and one-quarter said they would do nothing to prepare for a storm. Nearly half had no disaster plan for the hurricane season that starts on June 1 and runs through November.

The poll was sponsored in part by the National Hurricane Center and the Florida Division of Emergency Management, which takes the issue extremely seriously since the state was struck by four hurricanes within six weeks last year. Charley (Aug. 13) killed 34; Frances (Sept. 5) killed 38; Ivan (Sept. 16) claimed 52 lives; and Jeanne (Sept. 26) killed 28. Total estimated damage from these storms was \$20.1 billion.

"We can't afford to wait for a hurricane to get close to prepare," said Max Mayfield, director of the National Hurricane Center. Yet the poll revealed that one-quarter of the coastal residents thought they could evacuate a flood-prone area 30-to-60 minutes before a hurricane made landfall. Mayfield called this attitude "a dangerous folly." When New Orleans began an evacuation in advance of Hurricane Ivan last year, highways out of town were snarled for as long as 10 hours the day before the hurricane's winds and rain threatened.

More than half of the 2,100 people surveyed wrongly thought masking tape would keep windows from shattering. And 96 percent didn't know that garage doors were the part of a house most likely to be the first structural element to fail when a hurricane hits.

A good overview and introduction to hurricane preparedness is at the National Weather Service's website: <http://www.nhc.noaa.gov/HAW2/english/intro.shtm>. It includes a history of hurricanes, a list of typical hazards and an explanation of how storms are forecast. It also describes specific actions to take to protect your family and property, including developing a family plan, creating a disaster supply kit, having a place to go, and securing your home.

Remembering America's Heroes

President Bush: America Honors its Slain Veterans, Current Troops

By Petty Officer 3rd Class John R. Guardiano, USN

American Forces Press Service



WASHINGTON (May 28, 2005) – At the onset of the Memorial Day weekend, President Bush used his weekly radio address to pay tribute to American veterans, past and present. They have “given their lives for our nation,” Bush said. “Our citizens live in freedom because patriots are willing to serve and sacrifice for our liberty.”

Memorial Day is in remembrance of the nation's war dead. Bush noted, “This year marks the 60th anniversary of the end of World War II.” Some 400,000 Americans, he observed, died in that conflict.

Today, the nation is again at war -- in Iraq, Afghanistan, and elsewhere. “A new generation of Americans is making its own sacrifice on behalf of peace and freedom, and some have given their lives,” Bush said.

To honor the nation's war dead, the president said he will lay a wreath at Arlington National Cemetery on May 30, Memorial Day.

“We mourn their loss, and we honor their sacrifice,” Bush said. “We pray for their families. And we take heart in knowing that these men and women believed deeply in what they were fighting for.”

The president noted that he gave the commencement address at the U.S. Naval Academy May 27.

“These new officers will soon be serving on ships, flying combat missions, and leading our troops into battle against dangerous enemies,” Bush said. But, he added, “they are prepared for the challenges ahead -- morally, mentally, and physically. The American people can be confident that their freedom is in good hands.”

The president cited the example set by two recently slain veterans: Sgt. Rafael Peralta, a Mexican immigrant who enlisted in the Marine Corps the day after receiving his ‘green card,’ which allows immigrants to legally work in the United States; and Sgt. Christopher Swisher, a native of Lincoln, Neb., who joined the Army a year after graduating from high school.

Before the battle of Fallujah, Iraq, Peralta wrote to his 14-year-old brother. “We are going to defeat the insurgents. Be proud of me. I’m going to make history and do something that I always wanted to do.”

A few days later, Bush said, “Sergeant Peralta gave his life to save

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his fellow Marines.”

Bush said Swisher was “killed in an ambush while on patrol in Baghdad.” Before dying, Swisher told his loved ones: “If anything happens to me, I’m doing what I want to be doing: I’m protecting my family and my home.”

In their hometowns, Bush said, “these soldiers, sailors, airmen, and Marines are more than names on a roll of honor. They were friends and neighbors, teachers and coaches, classmates and colleagues. Each was the most important person in someone’s life. Each had hopes for the future, and each left a place that can never be filled.”

*“We mourn their loss, and we honor their sacrifice.
We pray for their families. And we take heart in
knowing that these men and women believed deeply in
what they were fighting for.”*

*President George W. Bush
May 28, 2005*

Today, as in many times throughout its history, America is at war “not to conquer but to liberate,” Bush said. “We go to war reluctantly because we understand the high cost of war.”

The U.S. military, he added, is “training Iraqi and Afghan forces so they can take the fight to the enemy and defend their own countries.” When that happens, Bush said, “our troops will return home with the honor they have earned. ... (They) have the respect and gratitude of our entire nation.”



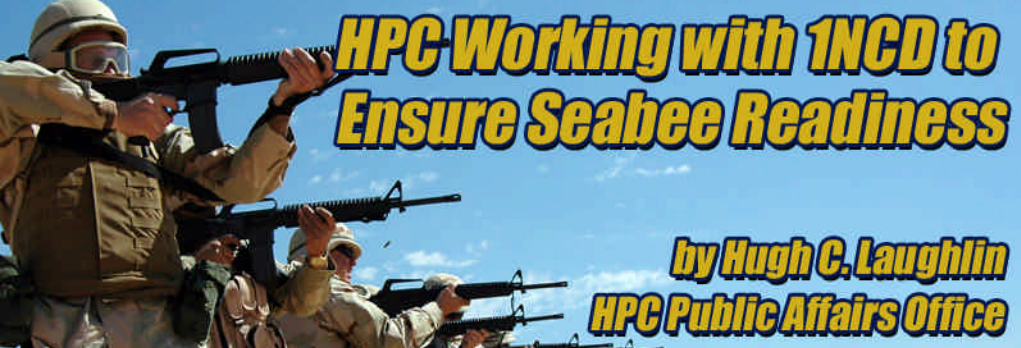
An unidentified soldier salutes at the monument of the U.S. Army's 199th Light Infantry Brigade in honor of Memorial Day. (Photo by Wayne Williams)



Former soldiers proudly participate in this year's National Memorial Day Parade and Ceremonies in Washington, D.C. (Photo courtesy of musiccelebrations.com)

"These heroes are dead. They died for liberty-they died for us. They are at rest. They sleep in the land they made free, under the flag they rendered stainless, under the solemn pines, the sad hemlocks, the tearful willows, the embracing vines. They sleep beneath the shadow of the clouds, careless alike of sunshine or storm, each in the windowless palace of rest. Earth may run red with other wars-they are at peace. In the midst of the battles, in the roar of conflicts, they found the serenity of death."

~Author Unknown



VIRGINIA BEACH, Va. (June 20, 2005) – The Human Performance Center (HPC) started a special project last week with the First Naval Construction Division (1NCD) at Naval Amphibious Base, Little Creek, Va., in an effort to ensure the readiness of Navy Seabees as they deploy into theater.

The 1NCD sought the services of HPC in an effort to help measure team and unit performance, a necessary and required skill essential to stand ready in the war on terror.

“The first project on our plate is the team readiness assessment,” said Dr. Aaron U. Bolin, HPC Surface Warfare Officer School Command detachment lead psychologist and 1NCD project lead. “This is a hot-topic project that is war-related.”

With a very uniquely important mission and different force structure, the Seabees have long been believed to be a different breed of Sailors. One example, their force structure has more than half of their billets in the Navy Reserve Force. Another example is how they train. The Navy aviation, surface and submarine communities train to deploy, while the Seabees deploy to train.

Rather than training for a deployment, the Atlantic Fleet mobile construction battalions deploy their forces to Rota, Spain, or Guam to train and build their team cohesiveness by working construction projects. This gives that Sailor who may be an equipment operator a chance to work side-by-side with the electricians, steelworkers, or builders on a construction project to build their team and unit. The Seabees deploy to train.

To build their teams, the Seabees version of this assessment is much like the bill of goods, albeit one of human capital, where they have a very detailed list of personnel with certain skills, according to Bolin.

“They have a very detailed list of skills, but does it translate into readiness at the team level?” Bolin said. “They know what all the pieces are, but assimilating all the pieces together to form a combat ready, contingency construction force to be deployed to the field to build in a hostile environment is what we’ll be helping them to do.”

This is a significant challenge for the Seabees, the HPC stands ready to accept this challenge and others in effort to help the Navy’s “builder fighters” improve upon their already storied history.

The HPC currently has over 25 human performance detachments throughout the Navy's operational, training and acquisition communities. HPC completed more than 20 pilot projects this past year, with teams focusing on improving weapons handling, flight deck safety and air intercept controller performance, as well as reducing training costs and oil spill occurrences. HPC personnel have also been completing multiple Job Task Analyses (JTA's) in support of the Revolution in Training and Sea Warrior.

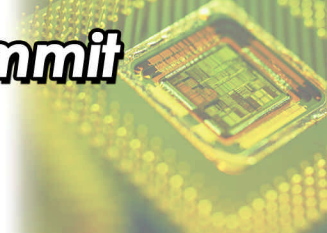


The message was just as important then as it is now ...

Practice Good
OPSEC!

HPC Presents at Knowledge Management summit

by **Hugh C. Laughlin**
HPC Public Affairs Office



VIRGINIA BEACH, Va. (June 28, 2005) – The Human Performance Center (HPC) recently presented to the knowledge management (KM) summit at Naval Amphibious Base Little Creek, Va. to highlight how the command is using KM to enhance and improve their business practices.

The Naval Personnel Development Command (NPDC) – sponsored (KM) summit is held quarterly to discuss ongoing KM projects and set goals and objectives for improving the KM initiatives within the Navy.

In its infancy, the HPC knowledge management team worked with command senior leadership to define what KM is for the organization. Once this definition was formulated, a strategic communication plan was drafted to illustrate to the organization how knowledge management can help them.

The HPC knowledge management is aligned with the command's goals of improving performance. "How is KM improving performance for the HPC technicians?" asked KM Manager Christine Carobine, who presented the command's program initiatives to a group of 50 knowledge management practitioners.

In order to answer this question, you have to understand the processes first, and develop a strategy that will help them succeed. "We set out to understand the processes HPC uses to improve performance, and embedded sharing and capture tools in those processes," said Carobine.

According to Carobine, KM is not information technology, nor document management. "It is a holistic view of the processes and the people," she said. "We are embedded with the entire human performance improvement process. Our practitioners are asking what are the processes, and understanding each step so we can capture that knowledge and help improve the flow of work."

One of the early challenges for the KM team was the lack of metrics to show the value. "The impact of KM is not measured by the number of logons, it is measured by helping people accomplish their projects faster," stated Carobine. "We are successful when we can show that ROI by getting more projects per analyst per year successfully completed."

The HPC continues to develop its KM capability by capturing knowledge, and transferring that knowledge through the organization.

"Communities of practice are the key to success for HPC," said Carobine. "In fact, communities of practice are the key for Sea

Warrior success because it is about getting the right information to the right people at the right time, capturing and sharing sea stories and lessons learned to enable Sailors to make career decisions.

"Learning how to share information among the entire organization is a true success story," said Carobine. "We have been able to tap into the personnel resources, and bring that knowledge to the organization through several different venues."

The HPC consistently practices knowledge sharing by utilizing different technological tools such as webinars, threaded discussions and "brown bag" e-conference sessions geared at transferring learning to others.

"You have to sell it everyday," Carobine said. "Stay energized. Listen to those who need help, and become fully embedded in their work process to help them succeed."



Caught on Camera Eye on the HPC

Jones Retires After 45 Years of Service

The Center for EOD and Diving held a retirement ceremony at Naval Diving Salvage Training Center for Mr. Ron L. Jones and his wife, Ann, on June 15. Ron completed 26 years of military service and 19 of civil service (Federal and State) spanning a total of over 45 years. Ron and wife Ann plan to travel the world and, "Do whatever we want".



Mr. Stewart Goes to Washington

Lt. Fred Stewart, HPC plankowner, recently transferred from HPC to OPNAV N17 in Washington, D.C. Before leaving, Stewart (seen here with Capt. Matt Peters) was awarded the Navy and Marine Corps Commendation Medal for his work with the command.



NEO-5: Ready to Rock-n-Roll!

New Employee Orientation 5 (NEO-5) recently graduated its most recent group of new employees to the HPC. Led by Kim Williams and the N-77 team, the new HPC team members are now fully on-board and ready to go. Welcome aboard!



Like the military, the news media has global reach. Media coverage of the September 11, 2001 terrorist attacks and all of the subsequent coverage prove that point vividly. When you look at the scope and power of the media and its ability to deliver messages, it is clear why sound media relations and media management are critical to any organization.

In the United States alone, a quick look at the numbers helps demonstrate the media's reach:

- A dozen cable networks broadcast news around the globe 24/7.
- More than 1,000 commercial and public television stations reaching about 100 million homes.
- More than 8,000 AM and FM radio stations reaching nearly 300 million people.
- Nearly 55 million homes are hooked up to a cable system.
- Almost 12,000 newspapers, both daily and weekly cover news in the U.S.
- More than 10,000 magazines and other periodicals also cover news.

In addition, more than one billion people worldwide have access to the Internet. Deadlines no longer exist because we are in the era of the constant news cycle. The military does not have the luxury of waiting a few days to respond to a story. Your story can be beamed around the world in a matter of minutes and across borders. And...the story is better with you than without you.

The Media and the Editorial Process

The media is essentially the conduit through which information to the broader public must pass. This information is called "news." From a reporter's point of view, news is any event, process, procedure or person that is unique or which produces economic, social or physical changes on a large scale.

The old saying "bad news sells" is true because more often than not, negative news fits the above definition better than positive news. The "change" part of the definition is critical. From a reporter's point of view, a

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Inside HPC



***Tips for a Great
Media Interview
How to Survive in Front of the Media***
Excerpted from the HPC Media Training Workbook

(continued from previous page) story about something that has been done for years is boring. A story about something new and different is exciting.

It is important to remember that you have a chance in every media interview to demonstrate HPC's commitment to the Navy's revolution in training, along with impacting the public's perception of HPC.

Public Perception vs. Reality

The perceptions of your audience must drive your communications. You must have a clear understanding of how your audience views your command and, if possible, the military in order to develop clear messages that are relevant to them. Failure to understand the perceptions of the audience can lead to a communication gap between perception and reality.

In addition, it is helpful to remember that people's perceptions of you as a communicator can translate into their perceptions of you as a professional. Essentially, your communications ability equals your professional competence. In reality, people have very few ways to make an informed judgment about HPC and its people. The limited opportunity requires the audience to place great emphasis on the brief exposure they have to your service.

For example, your audience will use your 15-second soundbite or your print quote to make a determination of what kind of person you are, how qualified you are to do your job, how caring HPC is of the community and any number of other judgments. It may not seem to be a particularly fair or accurate way to get an impression of you, but it is a reality you must understand if you hope to reach your audience through a media interview.

One of the ways you can make sure the perception the media has of your command is to build your relationships with the media BEFORE a crisis. Start as soon as you report to a command. Be willing to visit the media and let them know who you are, what you do, and that your team/command supports the HPC mission, Navy mission and ultimately the Department of Defense mission, the revolution in Naval training, and the military's effort to transform itself for the future.

If you help the media to clearly understand your mission, the media then will help the fleet and the public understand your mission. Having a proactive relationship with the news media will help keep the HPC top of mind.

There are several places you can turn to for information on media that will have an impact on your command. Your first and best resource is the HPC Public Affairs Officer. His/Her primary job is to understand your mission, understand your local media, and ensure your story is told.

Preparing for an Interview

Military and civil service folks typically have two common misperceptions about reporters that deserve your attention before you begin preparing for an interview. People believe either that a reporter is out to get them or that the reporter is required to produce a positive story as payment for your time in giving the interview. Both views are inaccurate.

First, a reporter's job is not to skewer everyone they interview. Although it may seem otherwise when the questions that make you feel uncomfortable, remember they are paid to get an interesting story. That sometimes requires asking difficult or tough questions. The more reluctant the spokesperson, the more difficult the questioning. Reporters who feel they are getting straightforward answers to their questions will seldom attack.

Second, it is not a reporter's job to do a "good story" on your command. Many people believe that a reporter should act as a PR person and simply "parrot" what spokespeople say. A reporter's job is to get an interesting story. The burden of making the story positive rests on your shoulders. During preparation, you must obtain the information you want the reporter to know and couple that with context that tells the reporter why the information is important and why the reporter should look at the that information the same way you look at it.

The bottom line is that a reporter is out for an interesting story. How that story reflects you and your command is your responsibility. You must prepare to answer the tough questions. The most dangerous attitude you can have preparing for an interview is to tell yourself that "they won't ask me that."

There are very few absolute rights during an interview. The one you do have is the absolute right to answer questions and say your messages in your own words. An interview is not a court of law and the reporter cannot make you say anything you don't want to say.

You also have the right to NOT answer questions that are not under your purview, or if the information would be inappropriate to release at a point in time. For example, Secretary of Defense Donald H. Rumsfeld has set the example for this in his daily briefings with the Pentagon Press Corps.

Contact the Public Affairs Office

As HPC continues to move forward and further develops a foothold within the Navy and DoD, it is entirely possible that you could be approached by a member of the media. While this article gives advice on media interaction and preparation, you should ALWAYS *always* notify the HPC Public Affairs Office *before* giving the media any official comment. - **HPC** -

HPC's Hackett Helps Lead Local Girls' Soccer Team to Virginia State Title

by Anthony Falvo
HPC Public Affairs Office



VIRGINIA BEACH, Va. (June 27, 2005) – Human Performance Center (HPC) member and Virginia Beach native Mark Hackett was part of history earlier this month as he helped coach the Kellam High School girls' soccer team to the Group AAA Virginia state championship.

The 2-0 victory over Lake Braddock at Christopher Newport University in Newport News marked the first state title for an Eastern Region girls' team since the tournament began in 1984. It was especially sweet, as Northern Region teams have dominated this event, winning 19 of 21 previous championships.

"I loved it, it was great," recalled Hackett, who helped guide the Knights to a 22-0-3 record as the team's goalkeeper coach. "The whole year was fantastic. No losses all season ... I was really proud of the girls."

According to Hackett, the Kellam team was given "no respect," and was predicted to finish third in the Beach District in preseason polling – a position that wouldn't have even qualified them for the playoff tournament that they ultimately won. Bolstered by the best defense in the state, the team's net-minders earned 17 shutouts this season, helping the team to a number 4 national ranking.

"Seated second going into (the state championship tournament), we had the hardest road through the tournament," said Hackett a

former goalkeeper at Virginia Beach's Virginia Wesleyan College. "Our girls persevered, and played every game like it was their last. I've never seen a team give so much effort, playing nine games in three weeks, and give 100% effort, day-in and day-out, every single game."

Mario Hurdle, Kellam's head coach and assistant women's head coach at Virginia Wesleyan College, first approached Hackett about coaching earlier this year. Classifying victory in the state tournament as "wild," Hurdle says that the team was "fortunate" to have Hackett on his staff this past season.

"Not too many times will you find a young coach as passionate as Mark," said Hurdle. "The time and dedication that he put into the position helped lead us to success. He's very knowledgeable on the game and it was great to have that 'extra voice' on the sidelines for us."

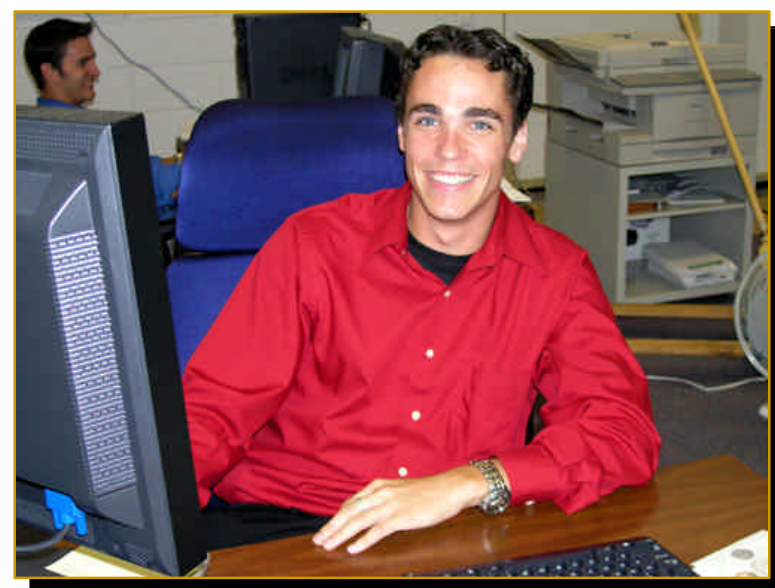
Hackett says that it's his "passion for the game" that has gotten him to where he is, and credits his past coaches for passing the nuggets of knowledge on to him over the years. He also fondly recalls the countless hours his father spent working with him and coaching other children, and the impact he had on others.

When not coaching, Hackett currently works as a contractor at HPC assisting in the command's Knowledge Management directorate (HPC N6). Just three credits shy of completing his bachelor's degree in mass communications from Virginia Wesleyan, Hackett's tenure will allow him to earn those three credits through an agreement with the school, and gain valuable workforce experience at the same time.

As for his future plans, Hackett's most recent soccer experiences have sealed the deal in his mind.

"I would love to coach soccer for the rest of my life," said Hackett. "I've started looking long-term, at colleges and schools and I would love to start as an assistant coach at a small college and work my way up. Once I build my resume, I'd love to one-day coach at the Division I or professional level. I'd love to be able to give back the knowledge that I've learned over the years."

"Whatever he decides to take on life, he will be successful," explained Hurdle. "He is a leader."



HPC Member Mark Hackett recently helped to lead Virginia Beach's Kellam High School girls soccer team to their first Virginia state class AAA title. (U.S. Navy photo by Anthony J. Falvo)

Human Performance Center Tips for Successful Media Interviews

Jeff Greenfield, ABC political analyst, once said of the media: "... a dangerous but potentially valuable animal. You must house it, feed it, pet it once in a while. You must never show it fear, or it will turn on you. You must gently, but firmly, guide it in the way you want it to go."

Why Do Media Interviews?

You always have the right to remain silent, but our critics will not. Navy leaders are the obvious experts on the missions and capabilities of naval forces. The American people have come to expect access to the person in charge, the one making the decisions, not a spokesperson. News media, particularly television, provide that public access to Navy leaders. If we choose not to speak, we cede the playing field to our critics.

Why work with the news media?

- They provide access to the Navy's key customer, the general public.
- If we don't tell our story, somebody else will.
- They help us tell the Navy story.
- It is the necessary thing to do.
- It is the right thing to do.

General media reminders:

- All media requests to talk with command members or to visit HPC are to be coordinated through the PAO.
- Navy people are the foundation of our public affairs program. PAO helps members to tell their own story, and then trust them to do it well.
- We don't overlook good news; take the initiative to get the word out.
- Remember, **YOU ARE THE NAVY** during an interview.

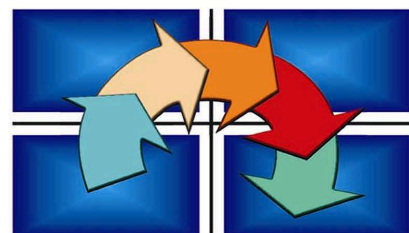
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Human Performance Center Tips for Successful Media Interviews

- Whenever possible, contact PAO for support prior to interview.
- Know who you are talking with.
- Be prepared—have 2-3 key points you want to communicate.
- Listen to the entire question. If the question is vague or unclear, ask for the question to be repeated or clarified.
- Think about your answer before responding.
- Don't say "no comment." There is nothing wrong with saying "I don't know." Be honest.
- Relax and be yourself.
- Stay within your area of responsibility or expertise. Don't speculate.
- Be brief and to the point. Radio and TV edit your answers into concise and memorable sound bites.
- Never discuss classified or sensitive information. Think OPSEC!
- Remember, everything you say or do is on the record. Anything you say or do may appear in print or on the air.
- Notify PAO before the interview and follow up with PAO for feedback following the interview.



Human Performance Center